



Grantees interested in participating in training workshops and follow-up onsite help may contact Audrey Smolkin (asmolkin@hrsa.gov) for referrals and further information.

November 13, 2001

EVALUATION FOCUS: LOGIC MODELS

Teresa Brown, Evaluator Coordinator for HRSA's Community Access Program, spoke to grantees on November 13, 2001 about Logic Models, the tool used by the Community Access Program to depict the connection between program resources, activities, outputs, and outcomes. Three additional presenters joined her, including two CAP grantees and a consultant from New York University who reviewed many of the logic models submitted by CAP communities.

Ms. Brown began the presentation by reviewing the reporting requirements for all CAP grantees. The following documents are mandatory for all grantees to complete and submit:

- **Quarterly Status Report:** This quarterly report serves as an update of activities implemented under the auspices of CAP and should be submitted to the grantee's project officer. The format of the report is flexible and should be discussed with the project officer prior to submission. Ms. Brown noted that the project management matrix included in each community's grant application might be used to develop this report by updating the individual steps in the matrix. The report should also provide brief explanations for delays in progress, include technical assistance requests if necessary, and announce successes in program implementation that may be shared with other communities. The next quarterly status report was due on November 30, 2001.
- **Sixth Month Project Update:** The purpose of the Sixth Month Project Update is to gather qualitative and quantitative information regarding program outputs resulting from activities implemented by CAP communities. Within the next few weeks, a Six Month Project Update template will be sent to grantees initially funded in September 2000 and those initially funded in March 2001. The reporting period will include March – August 2001. Those grantees initially funded in September 2001 will receive their first Six Month Project Update template in February 2002. The reporting period will include September 2001 – February 2002. All grantees will be allowed at least 30 days to report requested information. Additional details will be available on the CAP website (www.capcommunity.hrsa.gov) within the next few weeks. Grantees may contact Ms. Brown directly if they have any questions or concerns regarding this update. She may be reached at 301-594-4431 or tbrown@hrsa.gov.

- **Logic Models:** This document should be updated every six months and submitted along with each Six Month Project Update. The balance of this call summary describes the logic model process and how CAP communities may use the tool for program planning, implementation, and evaluation.

What is a Logic Model?

Kate Garrett, a contractor for NYU with 16 years of experience in the healthcare arena, joined the presentation to share her knowledge of logic models and experience reviewing logic models developed by many CAP communities. Ms. Garrett explained that the basic purpose of the logic model is to “help you test out the sequence of what you’re trying to do and the results that you expect to get, just to make sure the pieces really do feed into each other and that what you’re doing really will lead to the result that you hope to achieve.” A logic model is a visual representation of a planned program that demonstrates the relationship between the different components of a project, including:

- **Resources:** The components necessary to carry out the program.
- **Activities:** The actions that will occur from utilizing the resources.
- **Outputs:** The products and services that result from the activities.
- **Outcomes:** Short and long-term benefits of the outputs. What is expected to happen as a result of the outputs.
- **Impact:** The fundamental change that is desired as a result of the program. The main, larger, all-encompassing goal.
- **Assumptions:** Underlying facts taken to be true that are necessary for each activity, output, or outcome to happen or be successful. These assumptions may be based upon well-documented studies, anecdotes, experience, or faith.
- **Measures:** The collaboration should ask itself at each step along the way, “How will we know if we are succeeding?” The responses to that question will be the measures to be tracked for each component of the program. They can be helpful in spotting problems and will serve as the foundation of the local evaluation plan.

Similar to an experiment, a logic model begins with a theory that is tested as the work is performed. Ms. Garrett cited the example of establishing a care coordination program. The theory postulates, “If we do these things (utilizing Resources to perform Activities), then we will be able to establish this program (Outputs).” The program will generate specific benefits, such as patients getting the right care at the right time (Outcomes). These benefits support the larger goal of better care for the entire community (Impact).

As the program evolves, ongoing review of the logic model assures that activities, outputs, and outcomes are closely monitored to determine whether the supporting theory is, in fact, plausible in practice. In the example cited, it was expected that utilization of a set of specific resources would help establish an effective care coordination program. If the program does not meet its initial expectations, the program can be adjusted as appropriate to facilitate the overall goal. Routine tracking of expected events is essential to ensure that the program is progressing as planned toward stated short- and long-term benefits and overall desired impact, as postulated in its supporting theory.

Ms. Brown joined Ms. Garrett in emphasizing the fact that communities often begin activities and then realize that assumptions originally made about how activities will cause certain changes do not necessarily hold true. As a result, it may be necessary and even desirable to make changes to program activities. Grantees are encouraged to work with members of their collaborative and their project officers whenever these changes become necessary.

Grantee Perspectives

Two current CAP grantees also joined in the call to discuss their experiences with developing, implementing and enhancing their own logic models:

The Tioga Housing Authority/Tioga County Partnership for Community Health

Anne Paniccia, CAP Project Coordinator for The Tioga Housing Authority/Tioga County Partnership for Community Health, joined the call to share her experience with approaching the logic model development process. Tioga is located in a rural area of Northeastern Pennsylvania. Ms. Paniccia said her Collaborative used a group approach, initially employing a team of four people to create the model. This initial group then shared their work with all of Tioga's partners, who subsequently responded with questions, suggestions and changes.

Ms. Paniccia felt the best way to approach the logic model was to back into activities, starting with overall program goals: working from right to left, listing the primary goals first and then determining the activities that would best support them. She believes that using the logic model has made accomplishing program activities much more manageable on a day-to-day basis. Having this explicit reference tool to support program monitoring has helped keep Tioga's staff involved and ensured that all of the partners are on the same page. It has helped the collaborative focus on its goals and enables partners to be very detailed and specific about the activities necessary to support their goals. The Tioga group is currently working to update their logic model, which they consider one of their most valuable daily planning resources.

PrimeWest Health System

Jim Przybilla, Chief Executive Officer of PrimeWest Health System in Alexandria, Minnesota, also shared his group's experience with logic model development. PrimeWest is located in a large geographic area, sometimes making it difficult for partners in the system to communicate effectively. As in the Tioga example, the PrimeWest partners utilized the right to left approach in constructing their model. They began with a small staff to form the template and initiate the process. After the initial base was formed, the model was shared with the other partners to create a broader plan. The logic model has since become an important tool, guiding both PrimeWest's strategic and business planning. It has been extremely useful in focusing on the different cells of the program, which might otherwise get lost in the day-to-day business of implementing program activities. The logic model helps partners working in different areas of the program integrate their activities in pursuit of their common goals. PrimeWest also finds their logic model to be very helpful when making presentations to organizations to obtain additional funding. They plan to update the model with input from a larger partner group in the near future.

Specific Instructions for CAP Grantees

New York University (NYU) has completed the process of reviewing and providing feedback on logic models submitted by each of the original CAP grantees and those initially funded in March 2001. However, NYU will not continue to review individual logic models. Grantees initially funded in September 2001, and other grantees who have recently updated their models, should contact Ms. Brown for assistance in this critical activity. Quick tips and benefits of developing and using logic models are summarized below:

Quick Tips For Creating a Logic Model:

- 1) Make it a group effort. It's essential to gather input from collaborative partners, community members, and staff members. Allowing only one person to develop the model eliminates the effects of synergy and the unique perspectives offered by people with different program roles.
- 2) If the task of developing a logic model seems overwhelming, consider working from right to left (beginning with Impact and ending with Resources). Many grantees find it easier to begin with their overall impact they are seeking and work backwards to determine the activities and resources necessary to achieve the impact agreed upon by the collaborative.
- 3) If necessary, segment the model and focus on it one component at a time. As a final step, combine the segments into one unified model.
- 4) Don't be afraid to make changes. Adjusting and updating the logic model is an important step in the process. Challenging initial assumptions will help test your theory and support quality improvements throughout the life of the program.
- 5) Alternately, don't be concerned if your collaborative reviews your logic model and you *don't* have changes. Some logic models are actually on target. Continually refer to it to stay focused.
- 6) Be sure to work with your project officers. They are there to assist you as necessary, and can help you stay on the right track. Teresa Brown, CAP Evaluator Coordinator, is also available at any time to answer your questions.

Benefits of Creating, Implementing and Maintaining a Logic Model:

- Logic models help coordinate activities, outputs and outcomes into a single comprehensive, manageable template.
- Logic models help bring program partners together, keeping them focused on the same goals.
- Logic models test supporting theories and assumptions.

- Logic models can be the basis for effectively tracking activities and related outcomes, providing a more manageable perspective for accomplishing critical tasks.
- Logic models allow all partners to provide input into measures of success for the program. These measures are the foundation of local evaluation plans and serve as a mechanism to hold partners accountable for progress.

Examples of grantee logic models and reviews from NYU were provided to the participants of this call. To obtain copies of these helpful documents, please contact the CAP Central Office at capcentraloffice@hrsa.gov. You may also contact the call participants with other questions using the contact information provided below.

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